Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DDA Registry

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Excellence

FROM:	EXTENSION	NO.
STAT Harry E. Fitzwater DDA 7D18 HQ		DATE 3 AUG 1984

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Executive Director 7E12 HQ				Bill,
2. Deputy Director of Central Intelligence				I know you asked for 4 or 5 pages but I could not resist attaching reports to me from the D/A Office Directors. If you find time please read them since they reflect a real dedication to the "Excellence" theme.
3. Director of Central Intelligence				
4.				
5.				
6. DDA				
7.				
STAT 8.				STAT
9.				3 AUG 1984
10.				
11.				
12.				
13.				
14.				
15.				

DCI EXEC REG

FORM 1-79 610 USE PREVIOUS EDITIONS

GPO : 1983 0 - 411-632

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DDA Registry
84-0217/90

3 August 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Excellence

1. We in the Directorate of Administration (DA), as a whole and in each DA Office individually, have approached "excellence" with vigor, and it is paying off. I have seen many instances in the DA of a rekindling of the winning spirit which made CIA great. For example, in the Office of Personnel, the clerical recruiting group, after hearing your first "excellence" speech, was in the spirit of entrepreneurship inspired to set high and challenging recruitment goals. The group was successful in substantially increasing the number of clericals who entered on duty in the following months. It is this type of "bias for action" that is providing, in my opinion, the most lasting and beneficial product of the "excellence" exercise.

2. This paper provides the "4-5 page" summary you requested concerning actions taken by the DA in search of "excellence." Since there have been many more actions than can be contained in the summary, I have attached papers from DA Offices if you can find the time to read them. The following list of items summarizes our accomplishments:

a. Authority to approve Certificates of Merit and Meritorious Unit Citations is delegated to heads of career subgroups.

b. Control of an Office's FTE allocation is delegated to the Office Director.

c. Authority to approve Special Achievement and Exceptional Accomplishment Awards up to $500 is delegated to heads of career subgroups, and authority to approve awards of $501 to $1,000 is delegated to the DDs.

d. Advance Work Plans are no longer mandatory.

e. Formal promotion recommendations from supervisors are no longer required.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

f. On IG surveys of DA Offices, DA management will review each survey to determine the extent of dissemination to our employees.

g. We are providing periodic briefings, displays, and/or publications on career items of interest such as benefits.

h. Assignments of SIS 1/2 employees are delegated to DDs; cross-directorate assignments are approved by the Executive Director.

i. OTE is assisting other directorates in establishing Trends and Highlights courses.

j. OTE is addressing the Agency's Credo and the DCI's Checklist of Principles and Standards in its introductory courses for employees.

k. Existing policy that provides the authority to promote exceptional performers faster than established time-in-grade guidelines is reaffirmed.

l. The eight-hour donation rule for directed overtime is eliminated.

m. One means we are using to generate new ideas in the DA is the Directorate of Administration Advisory Committee (DAAC), a task force which consists of the DA Deputy Office Directors.

n. D/OP has tasked each component personnel officer to develop a checklist for new employees.

o. OTE has taken several steps to simplify procedures for external training.

p. An OMS Health Fair and a DA Career Day will be held in the fall of 1984.

q. A policy for security approval for training of the spouse of an Agency employee is established by HN 10-1-4.

r. Shorthand is being abolished as a requirement for promotion (shorthand will continue to be a requirement for some positions).

s. Local purchasing authority has been delegated to operating components per revised HN 45-2-5.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

t. The equipment and facilities of the Headquarters Physical Fitness area have been improved.

u. A new certificate granting career status and a promotion certificate with an added reference to "excellence" are being printed.

v. We are continuing to market AIM in a way that will not raise expectations higher than our ability and resources allow us to deliver.

w. A concerted effort to improve the quality of life at Headquarters includes wallpaper in the elevator corridors and improvements to corridor lighting.

x. Security restrictions during the April 1984 Family Visitation Day were reduced relative to preceding family days.

3. Items suggested by the Excellence Task Force which are currently pending in the DA include:

a. Emphasize dual-career tracks.

b. Create special pay scales for high technology jobs.

c. Consider a phased retirement program.

4. Actions we are taking to keep "excellence" alive include:

a. SIS students in the OTE Executive Development Program/Core course all read In Search of Excellence by Peters and Waterman. The course structure follows these principles, and there is a session on the DCI's objectives and the CIA Credo. As one of the Executive Development Electives, OTE plans to conduct a workshop on "excellence" in the late fall. The focus of the workshop will be strategies for the application of the DCI's objectives at the unit level.

b. OP produced a videotape on "Excellence" and is continuing to get enthusiastic reviews from audiences throughout the Agency. A second such tape will be produced by OP.

STAT c. Thirty-nine D/OP notes, 12 Headquarters [redacted] Regulations, and four Headquarters Notices have been published by OP (and more will be published) with the aim of reducing bureaucracy or recognizing "excellence."

d. OC is making great strides at improving quality of

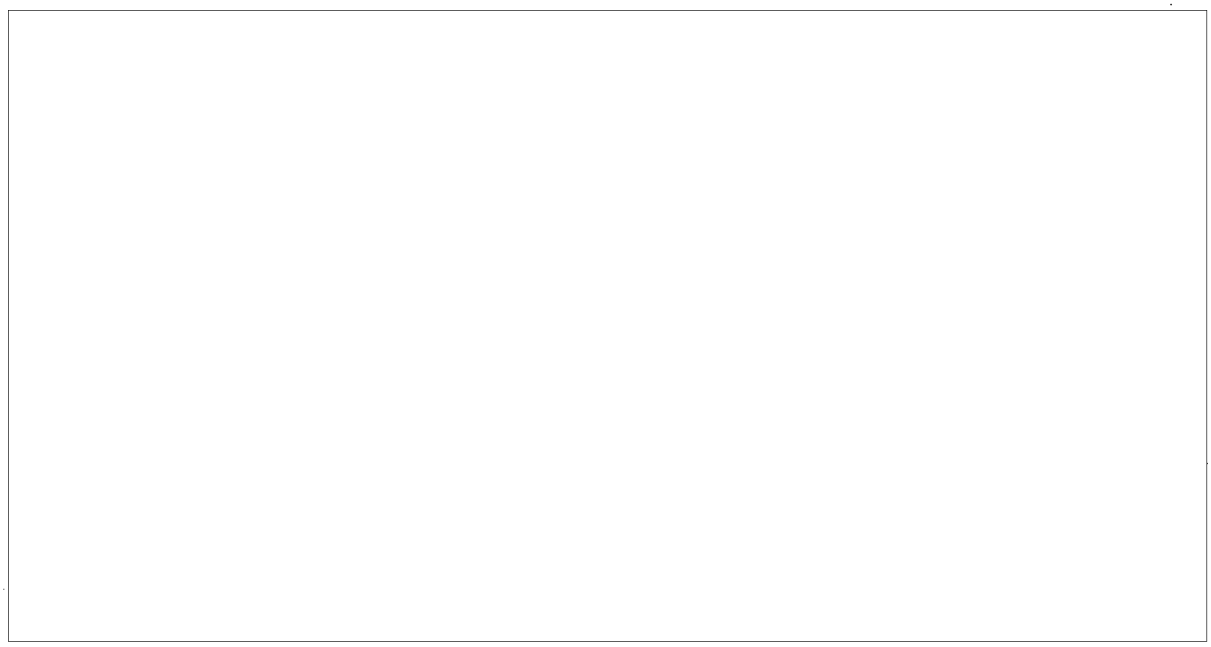
STAT life items for its overseas personnel. [redacted]

STAT [redacted]

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

STAT



f. OL has implemented and is continuing to implement items to reduce bureaucracy in the areas of supply operations; procurement; motor vehicles; real estate and construction; accounting for lost, damaged, or destroyed Government property; claims for lost, damaged, or destroyed personal property; household furnishings; and property accounting.

g. ODP has created a consulting services facility staffed with 14 consultants. It also has consultants at the new ADP Distribution Center to provide immediate assistance to end users with questions. This will provide an ongoing "excellence" service.

5. In the DA, we will continue to energetically get out the word on "excellence." For example, we use and will continue to use notices, briefings, videotapes, publications, and special events (such as carpool/vanpool fairs). The momentum for "excellence" is moving smartly in the DA and its Offices. We should continue to encourage "excellence" and to get out the word as indicated above. I have been frankly surprised at how much "excellence" activity is going on in the Agency. Now is the time to reflect on our successes to date that have resulted from "excellence" and to publicize them.

STAT

Harry E. Fitzwater

Attachment

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

ODP 84-1121

27 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration

STAT FROM: [redacted]
Director of Data Processing

SUBJECT: Items of Excellence

1. Perhaps the most important recent action of ODP in recognizing excellence was our recommendation of awards for 37 individuals who were instrumental in making the EC (Early Capability) of SAFE operational.

2. In terms of improving the working environment for our people, we have replaced approximately 45 desks with modular furniture that makes more efficient use of the space available and provides better access to terminals, word processors, and other pieces of equipment in the office. In addition, we have put 50 electric fans in place to help alleviate the warm and stuffy conditions in much of our Headquarters office space.

3. Several steps have been taken to improve our service to end users, including:

- Creation of a new Consulting Services facility staffed with 14 consultants.

- Assignment of consultants at the new ODP Distribution Center to provide immediate assistance to end users with questions.

4. To provide close and continuing communications with ADP Control Officers, we have done the following:

- Provide advance copies of ODP Tech Notes and instituted an ADP Control Officer Bulletin.

- Held several meetings with ADP control officers to explain the new ODP organization and to brief them on AIM, networking, and the responsibilities of the ADP Control Officer.

STAT [redacted]

ADMINISTRATIVE INTERNAL USE ONLY

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

EXECUTIVE REGISTRY
84-02174

30 July 1984

MEMORANDUM FOR: Deputy Director for Administration

STAT FROM: [redacted]
Acting Director of Medical Services

SUBJECT: Items of Excellence

In response to your request the following are Office of Medical Services Items of "Excellence":

--Development of the Employee Assistance Program designed to identify and assist employees and dependents with personal difficulties they are experiencing and to assist supervisors to identify the source of performance concerns regarding an employee. Brochures, posters, tentcards, and other promotional advertising will be distributed within the next few weeks.

--Three employee health education presentations were held in the auditorium on 16 March, 31 May, and 27 June 1984. There are plans to continue these beginning in September and every other month thereafter.

--Instituted a new applicant medical screening procedure which permitted more applicants to be screened faster without the aid of additional resources.

--Instituted in-house depth perception and visual field analysis for imagery analysis of applicants thereby reducing processing time and costs of doing externally.

--Provided refreshments (coffee and donuts) for applicants who were required to fast 12 to 18 hours before their medical screening.

--Future plans include instituting a mammography screening program for breast cancer and automating all applicant and dependent processing procedures.

--All OMS component chiefs are now meeting on a regular basis to find ways to improve OMS clinical and operational support products by integrating OMS multi-disciplines more effectively.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

SUBJECT: Items of Excellence

--Implemented an "upfront" PATB screening which allows all professional applicant test results to be reviewed and categorized by PSD psychologists. This allows earlier identification of the more suitable and qualified applicants that have begun processing. In early FY 85 PSD will activate a computer program designed to generate "skills bank" reports of test results directly from applicant test data stored in the PSD computer database. This will eliminate psychologists' time used in interpreting and writing the basic "skills bank reports" and allow Agency supervisors quicker access to a more detailed report. In addition, this will free psychologists to support other OMS and Agency clinical and operational programs.

--Reinstituted a quarterly Medical Newsletter containing articles more germane to the Agency and its employees.

--OMS is currently planning a Health Fair for late fall 1984.

--Updated the quality and capability of the current Headquarters fitness facilities and began planning the facilities for the new building. These facilities along with the two new program positions will allow OMS to develop and offer a more comprehensive program.

STAT

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

In Search of Excellence in the Office of Communications

1. The Office of Communications (OC) is seriously considering ways to strive for excellence in every undertaking that involves us. We are aggressively consulting with communications customers to ensure that they receive excellent support in the future without unduly burdening the taxpayer. This effort encompasses complex plans for new building communications systems, the recapitalization program and extensive crisis communications systems. Also included are refinements to our basic service, e.g., the reduction of paper as the Automated Printing and Reproduction System (APARS) and the SAFE system are more effectively used (present savings are $10,000 per month). OC's most noteworthy effort towards excellence has been in the area of people and this year has been dedicated as the "Year of the People" to illustrate this emphasis.

2. OC is moving vigorously to recruit and retain more qualified people to accomplish its mission as well as provide an improved work environment. It is our intention to have sufficient staff to provide training time and leave periods while keeping our facilities staffed at reasonable strength levels so that work demands are tolerable. While working within the framework of our regulations, we have moved away from our traditional pattern of applying Agency financial regulations so literally and conservatively. This flexibility is being applied in the interest of our employees. In the quality of life area we have:

STAT

b. Liberalized OC's policy concerning the provision of QP vehicles where local transportation does not meet our mission needs. OC personnel have traditionally been the first called to duty but the last on the QP vehicle list.

STAT

d. Increased some benefits and are working to provide

STAT others to offset high living costs and poor living conditions at this remote site.

e. Provided rental vehicles for up to five days of processing between tours for our overseas people. This will ease both the physical and fiscal burden of OC employees trying to process and train in a short period of time at diverse facilities.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

f. Funds were provided for improved air conditioning and modern bathroom fixtures in the living quarters [redacted] We are now seeking $400,000 for new furnishings for these quarters.

3. A great deal of energy and resources have and will continue to be expended to technically train OC employees to operate, maintain and manage the ever more complex communications network. We have recently moved to improve our training to go beyond the basic technical necessities:

a. To improve the quality and readiness of our graduate communicators we have recently provided an extended training experience of up to one year, prior to assignment overseas, [redacted] or in the Headquarters Center. This new opportunity provides a "hands-on" experience for new employees so they can develop operational knowledge prior to a field assignment. A reduced per diem rate has also been applied to this extended training period to offset the high cost of maintaining a temporary residence in this area.

b. With the Office of Training and Education assistance, special offerings of behavioral training courses are scheduled for [redacted] OC employees between assignments this summer. This will be the first such opportunity for our overseas cadre to receive this type training on this scale. This effort will be continued.

c. The Office provided an evening OC lecture series entitled the Mini-Masters covering subjects as diverse as personnel management, planning and budgetary processes, modern equipment usage, satellite and high frequency radio concepts [redacted] A real world approach was taken in these presentations by OC managers. Average class attendance was 48 with 27 employees qualifying for certificates by attending six of the eight lectures.

4. Just a few of the ways OC is moving to recognize and reward its employees for excellence on the job follow:

a. Ten percent of OC employees received some form of cash award and/or certificate award during the past year.

b. OC is aggressively using its promotion headroom to promote more deserving employees and to ensure pay equity. In the past ninety days OC has upgraded or applied grade points to erase deferred grade allocations for more than [redacted] positions.

c. OC, with the Office of Personnel's assistance, is developing a "pay banding" proposal which will provide for a closer relation between performance and pay. This system

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

STAT will be tested on our communicator cadre of approximately employees and if it provides the incentives necessary to attract and retain personnel as expected, other groups will be included.

d. We are in the process of developing a monetary award for our singleton communicators who by necessity are confined to their post of assignment on a standby basis.

5. OC is moving to change the image of our people. The fact that they are intelligence officers supporting an intelligence mission is being stressed.

STAT

STAT In addition, we are sending a variety of our key-skill people outside the Office on rotational assignments for the experience and to demonstrate to others the high caliber officer that OC produces.

6. The caliber of performance of OC employees under the most arduous circumstances is legend. In the past, their sheer stamina and self reliance filled the gaps in an old and fragile network. The Office is determined to inspire new members of this uniquely skilled group to seek the professional and personal achievement of their predecessors. And, to provide an organization which encourages the characteristics of excellence.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

30 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [redacted]
Director of Security

SUBJECT: In Search of Excellence

Harry:

1. Reference is made to your recent verbal request that we expeditiously provide a list of "excellence" items which have been developed by the Office of Security in recent months.

2. I have taken the liberty of attaching a copy of my memorandum of 15 February, which indicated to you the very strong emotional feelings generated within the ranks of this Office as a result of the DCI-initiated excellence exercise. The point was made that there was a lot of honest soul-searching; the Central Intelligence Agency is indeed a unique organization, with a special mission; our people are our most precious commodity, and we should avoid at all costs the trend towards bureaucracy for fear that the Agency will lose its elite status.

3. The exercise definitely started a "fire" at various levels in the Agency, almost like a religious experience, and there was a body of opinion within the Office of Security that we need to "rekindle" the winning spirit which made CIA great. The new Agency credo has captured the basic message, and certainly seems to imply that there is a somewhat special psychological contract between Agency management and our employees - with obligations on both sides.

4. A central theme of our earlier paper is that the Agency has a rich tradition of excellence; communications should be kept open; and we should appropriately reinforce at every opportunity the fundamental importance of the Agency "family." A number of my officers who recently saw Bob Magee's videotape on excellence concluded that this is a fine initial effort to communicate the basic importance of our national security mission, and reaffirm our rich Agency heritage. The sense of "belonging" was well recognized by the DDCI in one of his auditorium talks, when there was the comment that people ought to pay to work here.

25X1 [redacted]

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

5. The Office of Security has nothing sensational to report in terms of accomplishments on the excellence front. We are not on a dramatic new course. I believe it is safe to say that we have been trying to light a few candles in a program aimed at revitalizing the office; delegating a bit more authority; encouraging the flow of fresh ideas; reminding our new employees of past Agency successes; and stressing at every opportunity that we have a close-knit, family-type organization. There has been some considerable focus on maintaining or improving lines of communications at all levels.

6. In response to your request, the Office of Security is providing you with the attached list of "excellence" items. In making this list available to you, we would merely urge that the matter be kept in perspective and be viewed as a single package. Our concern is that the individual items, viewed out of context, could be misconstrued. This program started on a high idealistic level, and we would not want it to be perceived as an attempt to toot our own bureaucratic horn, especially when there are rather strong feelings against bureaucratic red tape.

25X1

Attachment

ALL PORTIONS OF THIS DOCUMENT
ARE CLASSIFIED CONFIDENTIAL

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

OFFICE OF SECURITY INITIATIVES IN EXCELLENCE

1. Security Officers' Training Program

All newly hired security professional trainees are provided with a basic four-week training program designed to familiarize these individuals with the Agency, the Directorate, and the Office of Security. They are personally welcomed to the Office through a "one-on-one" session with the Director of Security, and they are briefed extensively on career development issues. As an important ingredient of this program, these new Security careerists now receive detailed information concerning our rich security tradition and our supportive roles in major Agency programs, [redacted] A strenuous effort is made to generate a team spirit, comraderie, and a sense of belonging to the Security family. Critiques suggest that this is an excellent endeavor.

25X1

2. Orientation for New Clericals

Approximately every three months all newly hired clerical employees are provided with a one-day orientation program in order that they might meet with the Director and Deputy Director of Security, as well as other line managers. We address such issues as personnel management, internal/external training, Office of Security mission/organization, and office automation. There are formal presentations as well as "coffee and donut" sessions where these new employees can meet and talk with senior managers and senior secretaries in a relaxed, informal atmosphere. This has been a very successful program.

3. Summer-Only Employees

We have recently established a half-day program for the Office of Security's Summer-Only employees, who are briefed on our organizational structure and personally welcomed by the Director of Security. The feedback from the employees has been generally favorable.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

4. Special Agents in Charge

We have very recently changed our arrangements for keeping
25X1 in close policy touch with the senior managers
25X1

25X1 We have found this new program very useful, and field personnel like the idea.

25X1

6. Senior Secretarial Conference

The Office of Security held a senior secretarial conference from 2 - 6 May 1983, when there was the opportunity to
25X1 bring in the chief clerks and have then involved in OT&E training, along with senior Headquarters secretaries. We are now expanding the basic concept, following a format developed by the Office of Logistics, in an effort to improve communications with and provide important recognition to our secretaries. This is being programmed for the Spring of 1985.

7. Bi-Weekly Staff Meeting

We have continued our program of holding bi-weekly staff meetings in the Office of Security conference room. Attendees include the area security officers and all supervisors above the GS-14 branch chief level. We are as forthcoming as possible concerning signficant developments in the Agency and the Office of Security. As an outgrowth of the meeting, the Office of Security also disseminates

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

"Staff Notes" which highlight the major items at the meeting and provides data on personnel promotions and reassignments. In the very recent past, we have also made it a point to send out "Staff Notes" on interesting items, even if it is on a week when there was no formal meeting. Security personnel assigned to domestic and overseas units appear to find this very beneficial.

8. Videotape Program

25X1

25X1 Our Security Education Group is building up a modest collection of interesting items, which includes the Director of Security's presentation on personnel security problems. We have plans for the development of a number of worthwhile video programs, and the Director of Security is committed to one which will stress the traditional positive aspects of security support. Most certainly, the Director of Personnel's presentation on excellence can now get wider dissemination to our representatives in the field. The equipment has been purchased and will be on site in August 1984. We see great potential in this program.

25X1

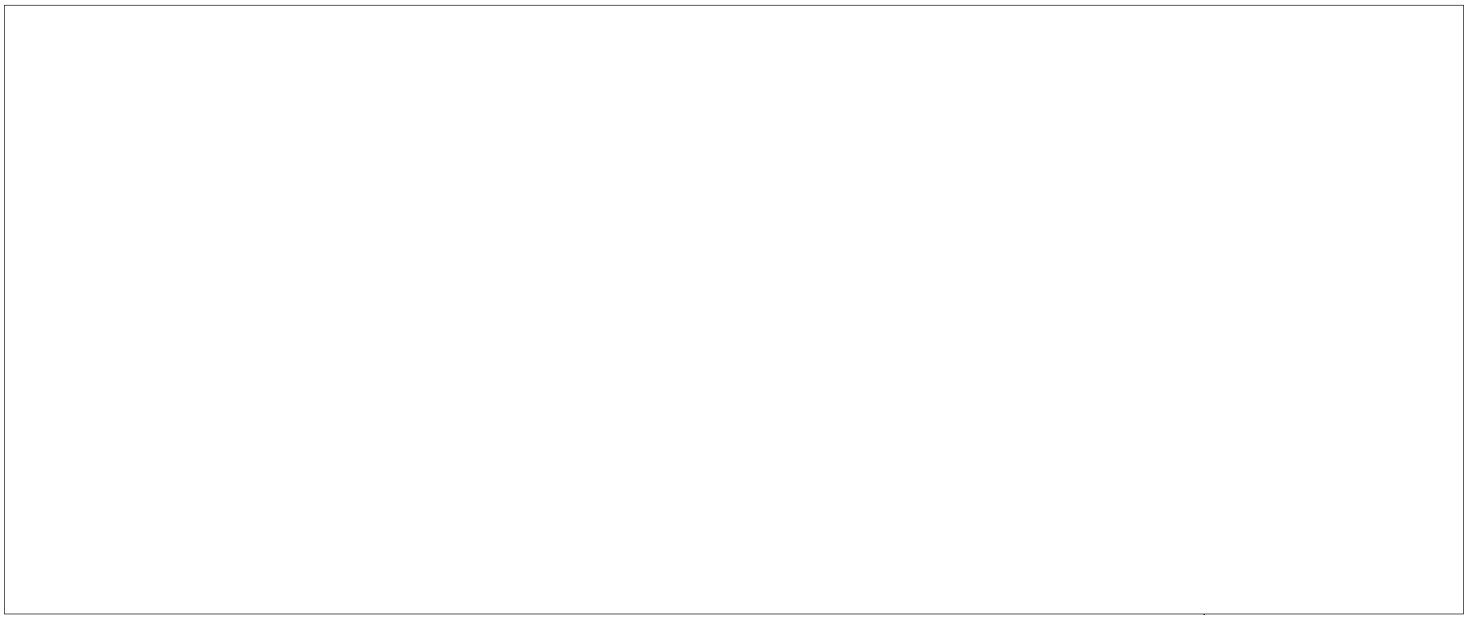
Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

11. Agency-Wide Security Support

The concern for our Agency employees takes shape in many forms and is not encumbered by geographical boundaries or parochial considerations. The Security Duty Office is open 24 hours, 7 days a week, to render assistance to all employees, regardless of rank or position. Our field office personnel meet and assist through port entry procedures a wide variety of personnel, not the least of who are the sick and injured being returned for medical reasons. In a significant number of cases, our field office network has been utilized to effect employee death notification of next of kin. We strongly believe that this is an elite organization whose personnel are deserving of special considerations in their moments of need. Those who have been helped could best assess the value of this effort.

25X1



13. Briefing for Security Spouses

One of the recent "excellence" initiatives related to Headquarters Notice 1-4 on the training of certain spouses of Agency employees. Although our program is still in the preliminary/developmental stage, the Office of Security is now giving considerations to the establishment of a 2 - 3 hour session for the spouses of new Security professionals. Since spouses play such a vital role in the overall career progression of our officers, this is considered to be a worthwhile effort to "bring them into the family."

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DD/A Registry
84-0217/6

30 July 1984

MEMORANDUM FOR: Deputy Director for Administration

STAT FROM: [redacted]
Director of Information Services

SUBJECT: Excellence--Your Report to the DCI

1. When assuming this Office, I came with little knowledge of its work and absolutely no expertise in its technical programs. Yet I did not come to the job empty-handed. From my earlier career I acquired some knowledge about and experience in running a Career Service and developed some reasonably good instincts about the needs of employees. That prior experience has really been of help here because from almost my first day it became clear that the Career Service aspects of this Office needed attention. In addition, and as I told our people at our first meeting, the OIS image has not been a good one, and I was determined not only to improve Agency awareness of the importance of our work and the value of our careerists but also to improve their own self-image and pride in what they do. Toward these ends we have taken the following actions.

a. We have expanded our weekly staff meetings to include all senior Records Management Officers throughout the Agency. In addition, we started the practice of inviting several junior careerists to attend these meetings. For the senior officers who regularly join us, this weekly meeting keeps them informed of what is happening in the central office; and in turn they bring to our attention items of interest or problems they are having. For our invited attendees, this gives them a chance to see their senior staff in action and gives us a chance to get to know them better.

b. Throughout this past year, we have been having a one-on-one meeting with each careerist down through the GS-12 level. These discussions will continue in order to reach the remaining employees in the lower grades. These meetings provide an opportunity for the careerists to talk with us off the record as openly and as directly as they wish; it allows us to get to know them better.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

c. Decisions concerning our budget and our expenditure of funds are no longer made unilaterally. Beginning last year, I started the practice of monthly budget meetings with our senior staff. During these meetings we talk about needs and requirements against available funds and reach a consensus on what OIS does with its money. The reaction to this practice has been overwhelmingly positive because our Division Chiefs are participating in the management of this Office.

d. We have made periodic visits to components to meet with our careerists assigned outside OIS and will continue this. In the central office I have been able to spend time each week in each of our divisions.

e. We have been holding periodic rap sessions with careerists throughout the MI subgroup. Since the response has been quite positive, we will continue these sessions.

f. Last year we started the practice of sending copies of the weekly report we send to you to the senior component Records Management Officers. (We strike any particular item that has been sent to you for your information only or any other sensitive item that ought not to be widely circulated).

g. We have asked our senior Records Management Officers outside the central office to hold regular staff meetings with their MI colleagues in their Directorates so that these careerists also may know what is going on.

h. Again, toward the end of involving our careerists in the management of OIS we have made some significant changes in our panel system and its operation. An assignment panel has been created which consists of the heads of our four MI subgroup career panels. This practice involves employees down to the GS-11 grade level in the OIS assignment process. In addition, I started the practice of not simply receiving panel rankings or promotion recommndations but rather sitting with each of the panels to discuss the results of their work. To date, we have been able to reach a consensus on the final action to be taken. Again, this practice has involved MI careerists in the personnel management aspects of running this Office.

2. All authorities vested in the Director of Information Services which properly can be delegated have been. Moreover, during my first week as the Director of Information Services, I promised the Division Chiefs that I would "not tell them how to suck eggs" but would expect them to run their divisions and to keep me informed. I encouraged them

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

to seek my help when it is needed and never to hesitate to propose some initiative or innovative change in our work. I believe you are already aware of some of the significant progress we have made and the momentum which has been generated with your tremendous financial support.

3. Much of the progress we have made in OIS preceded the Director's quest for excellence but his and your emphasis have spurred us to search even more for better ways to do what we are charged with doing and to add to our employees' pride in their Agency employment. Our other contributions to excellence have taken the form of suggestions to you for changes in past practices and procedures, some of which have been accepted.

4. This is a small office with diverse functions and employees spread throughout the Agency. In many ways managing a small office is more difficult than managing a large one. Given the level of our work and grade structure, it has been difficult to develop career paths for our careerists but we have had some measure of success. Also, we have had some success in getting some upgrades of positions and are hopeful that we will get even more. We must explore every possible way to offer more of our careerists the opportunity to reach senior levels. Our greatest success has been in the area of communications; there is little if anything that we do that is not brought to the attention of all. In addition, I sense that our people are beginning to believe more in themselves and in the Office. I can assure you that OIS is fully committed to the DCI's and your objective for attaining excellence in all that we do.

STAT

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DD/A Registry

31 JUL 1984

ADPP 165-84

MEMORANDUM FOR: Deputy Director for Administration

FROM: Allen R. Elkins
Director of Finance

SUBJECT: Office of Finance Initiatives In Pursuit of Excellence

1. The Office of Finance is proud to set forth the following initiatives which, as part of a long-term and on-going effort to increase productivity and enhance financial support to the Agency, have been accomplished or are in a planning or developmental stage:

a. Field Accounting System (FAS)

25X1

25X1

In concert with the FAS effort, OF is studying ways to implement electronic signatures for approval and certification purposes and the creation of an electronic audit trail.

b. Contract Systems Audit Division (CSAD) Use of Portable Grid Computers

CSAD is using Grid portable computers at on-site audits of commercial contractors and in negotiations where contract terms or financial data are changed. The CSAD auditor, during negotiations, has the capability of instantly recording the changes and seeing the results immediately. Cost savings are enjoyed by shortening the audit time required and by providing accurate data instantly during the negotiation process.

25X1

SECRET

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

25X1

d. Random Sampling of Travel Vouchers

Beginning 2 July 1984, a GAO approved random sampling technique for the auditing of domestic travel vouchers under $750 was implemented by Central Travel Branch and the travel section of the Office of Development and Engineering. Data collected thus far indicates that we can anticipate significant savings in domestic travel audit processing time. This office has long been a strong proponent of a centralized Agency travel function. Now that this will become a reality, in the near future, random sampling may eventually be applied to the totality of Agency travel with even greater efficiency and savings realized.

e. Financial Regulatory Issuances

A dedicated effort has been made and continues, to simplify financial regulatory issuances and set forth straightforward and easily understood financial policies for use by Agency approving and certifying officers. As part of this effort, OF has developed a listing, by subject matter, which references the appropriate regulation, handbook, memorandum, or legal decision dealing with the subject. This listing, which has been the recipient of many accolades, will be made available shortly (on disk for use on WANG Microfiche, and hard copy) to all support and financial officers throughout the Agency and overseas.

f. Internal Controls

The system of Internal Controls required by the Federal Managers' Fiscal Integrity Act of 1982 was authored and implemented by OF. The relative ease of implementation is a tribute to the existing controls built into the existing organizational structure.

g. CIARDS Actuarial Program

An automated system has been developed to provide and maintain the data necessary for the Treasury Actuary to determine the required funding for CIARDS. This process, labor intensive and requiring massive ODP production efforts, has been totally revamped and modernized, with control of output now completely in the hands of OF.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

h. Married Couple Entitlements

OF was instrumental in the establishment of the policy for equal entitlements to Agency employees married to each other and assigned PCS to the same post. Long advocated by OF, this policy is one of fairness and is in keeping with the tenor of the times.

25X1

k. Quality of Life Improvements

OF Registry has been refurbished with new furniture, equipment, carpeting, and room dividers. Personnel have been issued smocks for protective purposes and a dreary office has been transformed. Morale and productivity have shown a marked rise in response to these actions.

l. Reduction in OF Forms

This Office, responsible for 302 financial forms, eliminated 29 forms during FY 83/84. OF was commended for this reduction by the Chief, Records Management Division.

m. Computer Assisted Instruction (CAI)

A CAI software package has been developed by OF; it can be used for any instructional purpose desired. It is a unique, user friendly system which is available for Agency-wide use.

n. Cable Traffic

At present, Monetary Division makes two trips daily to headquarters in order to bring OF cable traffic to Key Building. This system delays OF response to action required cables. Action is being taken through use of Programs established for the DESIST system to have our cable traffic made available on terminals at Key Building. Considerable time savings will be possible with this capability and reaction to requests to provide operational support enhanced.

o. Cash and Bank Reconciliation Systems

Systems are being developed by OF which will provide a continual balance of cash-on-hand and automate the labor-intensive reconciliation of the many Agency bank accounts. Implementation of these systems will have a large payoff in increased monetary control and greatly reduced reconciling efforts.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

p. OF Reorganization

OF has been reorganized with the Deputy Director for Financial Operations responsible for responding to problems and requirements of our Careerists detailed to the external service, and with centralized development of large automated systems under the Deputy Director for Financial Systems. The reorganization aligns senior manager responsibilities with the major functional areas of responsibility.

2. This Office has taken, and will continue to take, a hard look at procedures and functions to determine where continued improvements can be made.

25X1

Allen R. Elkins

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DD/A Registry
84-02177

OTE 84-1500
3 July 1984

MEMORANDUM FOR: Deputy Director for Administration

STAT FROM: [redacted]
Director of Training and Education

SUBJECT: Status Report--Search for Excellence

The Office of Training and Education (OTE) has undertaken several initiatives since the last status report as part of our continuing effort towards promoting excellence. A brief report of these initiatives follows:

o In response to numerous requests from Agency training officers for additional writing courses, the Communications Training Branch conducted an Agency-wide writing needs assessment. The outcome of the assessment indicated a strong desire for a multi-level writing program (remedial to advanced composition) as well as the need for job-specific writing. Candidates for both staff and independent contractor status have been interviewed to obtain the resources to

STAT implement the recommendations of the needs assessment. [redacted]

STAT [redacted]

STAT [redacted] Several computer programs have been identified for possible use in the planned multi-level writing program.

o SIS students in the Executive Development Program/Core Course all read In Search of Excellence by Peters and Waterman. The whole course structure follows these principles, and there is a session on the DCI's objectives and the CIA Credo. As one of the Executive Development Electives, we plan to conduct a workshop on "Excellence" in the late fall. The focus of the workshop will be strategies for the application of the DCI's objectives at the unit level.

STAT [redacted]

CONFIDENTIAL

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

SUBJECT: Status Report--Search for Excellence

o A Computer Based Training (CBT) group was created on 30 April to serve as OTE's focal point for CBT. After an initial training program conducted 4 - 8 June, the CBT staff began work in mid-June. An Interdirectorate CBT Group has been formed and held its first meeting on 14 June. The OTE CBT Group is serving as the secretariat for this information-sharing group, which will meet next on 16 August to hear a report from NPIC on the use of CBT in the training of imagery analysts.

o The first OTE in-house course, Fundamentals of AIM, is currently being written by the CBT group staff and should be completed in late 1984 or early 1985. The first two lessons of the AIM course will be used in a comparative study of the two authoring systems being considered for implementation in the SAFE Training Program.

STAT o OTE is obtaining CBT expertise from consultant [redacted] Her advice is initially being sought in four areas: 1) preliminary assessment of mainframe-delivered courseware in courses taught by the ISTD; 2) advice on how to structure the OTE effort in mainframe CBT delivery; 3) advice on how to approach the question of micro-based CBT delivery; 4) advice on how the Office should approach the whole question of CBT implementation and the role of the CBT Group in this.

o An initiative was developed by the Analysis Training Branch to train Intelligence Community Analysts in the methods of intelligence analysis. Preliminary discussions with several Agencies clearly suggest a positive response to the proposal. If approved, six courses designed to meet the particular needs of the Community would be developed and implemented during FY 1986.

o A program is ongoing which will identify the specific training needs of the professional DS&T officer. This effort conducted in conjunction with the DS&T has involved a review of over 100 different position descriptions to identify specific needs. When the validation effort is completed, an appropriate curricula will be established as was done for the DI during FY 1983.

o A National Warning Course to train Community analysts on the production of warning intelligence was developed at the request of the National Intelligence Officer for Warning. After the first running in June received such pervasive interest from the Community, it was included in the FY 1985 program and is fully subscribed for the entire year.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

SUBJECT: Status Report--Search for Excellence

o The Career Training Program has been restructured to meet the needs of all directorates in the Agency. This enhanced program stresses the one-Agency concept reinforced by long periods of common training among the career trainees (CTs) destined for

STAT

STAT

STAT

different directorates. The programs concludes with directorate-specific training designed to prepare CTs for their ultimate assignment. All directorates have pledged their support to the new Career Training Program and over the next three years we anticipate

STAT

training upwards of CTs per year.

o Prior to the development of the new Secretarial Training Program, there were only eight general courses offered to the secretarial/clerical employees in the Agency. The new program consists of 25 courses designed primarily for secretaries and administrative support personnel. The following courses have already been introduced on a pilot basis: 1) Management Skills for Secretaries and Administrative Assistants, 2) Women in the Work Force, 3) Role of the Secretary in an Automated Office, 4) Effective Oral Presentation, 5) Getting Your Ideas Across, 6) Stress Management, and 7) Time Management. Response to these courses has been overwhelmingly enthusiastic. The remaining courses will be introduced during FY 1985.

STAT

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

CONFIDENTIAL
Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

84-2265

31 JUL 84

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Office of Personnel Response to Excellence

1. During our recent Quarterly Review with you, we reported our progress on a variety of issues related to "Excellence"--regulations and notices published, Director of Personnel Notes issued, briefings given by senior OP officers, and a variety of other topics which are enumerated in paragraph 4 below. These are important contributions, but I would like to provide you with a few lines that speak to the "Spirit of Excellence," incidents in OP which demonstrate the spirit the DCI is trying to capture.

2. Perhaps the most vivid example of a motivated group is OP/Employment Division IV--the clerical recruiting group. Up through 1983 the clerical recruiting effort was routinely bringing in STAT new people a month. Following the DCI's speech, Division IV set a goal for itself to demonstrate its commitment to Excellence--in March the EOD goal was set STAT They fell a little short and were only able to EOD STAT people. That only served to motivate them to reach a higher goal. Division IV in April EOD'd STAT people. Their self-established July goal was set even higher. There were STAT scheduled to EOD by Monday, 30 July. I cannot think of a more vivid example of "Excellence." These achievements were not the result of a mandate. They are a demonstration of the sense of unity of purpose and team spirit that the Division IV managers have instilled in their employees. One only need ask around about the need for secretaries, clerk typists, finance assistants or security escorts to learn how significant an accomplishment this truly is. We don't believe this is an aberration. It is an affirmation of belief in the Agency's purpose and pride in one's work.

3. Pride in the work unit is not limited to large, visible components. I recently did some MBWA, and in OP/TRB (the OP File Room) discovered a real sense of pride. As you know, we recently computerized the system whereby component personnel officers request Official

STAT

CONFIDENTIAL
Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Personnel Files. The system has improved the efficiency of TRB and in spite of the fact that it is located outside Headquarters, in over 80% of the cases files are delivered to the requestor within two work days. This is not done without some turmoil, however. The area in which files are pulled and packaged for delivery is crowded, and the furniture is makeshift at best. To the extent they could, the TRB folks have organized and dressed up the space, but they know they could be even more efficient with the proper equipment. So they asked me for it. They have the same high spirit which is demonstrated in Employment Division IV, without having the glamour attached to a recruiting function. So, I am going to find the bucks to buy the furniture they need--$7,000 is a small price to pay for the productivity increases we hope will follow from the purchase. The people were visibly excited when told they would get the furniture they wanted. They know they are part of a great Organization; they know they make a contribution to the greater good.

4. In terms of quantitative measures, you will recall from our Quarterly Review that the following actions have been taken:

a. 39 Director of Personnel Notes have been published;

STAT b. 12 Headquarters [redacted] regulations are in the process of being published with the aim of reducing bureaucracy or recognizing Excellence;

c. Four Headquarters Notices have been published for the purpose cited in (b) above;

d. We have begun several new initiatives, such as special payscales for high tech categories (Commo banding);

e. We have produced a videotape on "Excellence" and are getting enthusiastic reviews from audiences throughout the Agency;

f. A second "Excellence" videotape is in process; and

g. Senior OP managers continue to provide informative briefings on subjects such as health benefits improvements, retirement legislation and domestic relocation to a variety of Agency audiences as we continue to monitor these topics and prepare a response to protect Agency equities.

5. You know we are heavily committed to the DCI's program. There are two words which sum up the OP attitude. We believe.

STAT [redacted]

Robert W. Magee

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

DD/A Registry

30 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: Daniel C. King
Director of Logistics

SUBJECT: Pursuit of Excellence

1. As you requested, we have conducted a review of Office of Logistics (OL) efforts keyed to the Director's pursuit of excellence objectives. Attachment A and B present a summary of those efforts, which we believe represent a significant contribution not only to the search for excellence but to the maintenance of excellence as well. Since OL responsibilities cover a wide and diverse spectrum of activities we have, for the purpose of clarity and ease of reporting, elected to report our efforts as follows:

Attachment A represents action by OL to reduce bureaucracy. Primarily, the actions listed have been effected through regulatory change and greater delegation of authority and responsibility.

Attachment B which you will recognize as information presented at our recent planning conference with you, provides a listing of the many and varied ways through which OL currently communicates. You will also note that this listing is divided into two major categories and at the end of each category are listed additional planned activities to further improve OL communications.

2. In the other areas of concern to the Director, we continue as always to encourage sensible risktaking, creativity and innovation among all OL employees, and we appropriately recognize and reward the many outstanding performers and deserving individuals who contribute to the success of OL and the Agency.

STAT

Daniel C. King

Attachments

OL 4135 84

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

REDUCING BUREAUCRACY

a. SUPPLY OPERATIONS

(1) Operating components are no longer required to provide OL with signature cards for approving officers authorized to sign requisitions.

STAT

(4) The authorized line item limit for requisitions to the

STAT Small Purchases Section has recently been raised from $300 to $500.

STAT

b. PROCUREMENT

(1) A new policy was recently established to permit components to make purchases up to $1,000 per transaction without OL involvement, using funds from either an imprest fund or Office of Finance disbursing element. The previous limit was $300.

(2) Another recent change in procurement policy involves a change in the dollar limitation for non-competitive procurements. The threshold has been raised from $1,000 to $2,500.

STAT

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

STAT

c. MOTOR VEHICLES

The recent revision of regulations covering motor vehicles has resulted in a delegation of authority to Operating Officials to manage their Table of Vehicle Allowance (TVA) directly without OL approval as long as there is no overall increase in the number and type of vehicles. Also optional accessories for vehicles previously required Deputy Director approval; now only Operating Official approval is required.

d. REAL ESTATE AND CONSTRUCTION

(1) A recent change to the regulation governing Headquarters Area Logistical Services raised the level of what the Director of Logistics can approve for building alterations from $25,000 to $100,000. This authority has in turn been redelegated to the Chief, Real Estate and Construction Division (RECD) and to the Chief, Headquarters Operation, Maintenance and Engineering Division (HOME) OL.

(2) In addition to the above, the following changes are currently being incorporated into the regulations governing Real Estate and Construction

-Raising the Deputy Director approval authority for the purchase of new property or for new construction from the present $25,000 to $100,000.

-Similarly, raising Operating Officials' authority from $5,000 to $25,000.

-Also, the authority for leasing additional space to be raised: Deputy Director from the the present $25,000 in annual rent to $100,000; for Operating Officials from the present $1,000 to $4,000.

STAT

e. ACCOUNTING FOR LOST, DAMAGED, OR DESTROYED GOVERNMENT PROPERTY

STAT

In process is a revision of to clarify the point that a report of survey need not be made for any loss or destruction of property when it is readily

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

apparent that no one was at fault (negligent) or there was no unauthorized use or disposition. Since this point is frequently overlooked, needless survey reports are often sent to the Headquarters Survey Review Board. The revised regulation will stress that the chief of activity has the authority to write off such property without having a report of survey prepared, although he may forward such action to higher authority if he wishes.

f. CLAIMS FOR LOST, DAMAGED, OR DESTROYED PERSONAL PROPERTY

Recently the value of claims that can be settled by the Chief of Component rather than be referred to the Headquarters Claims Review Board (HCRB) was raised from $100 to $500. Also, for claims that are sent to the HCRB (over $500) the Chairman/HCRB can now adjudicate without the participation of the rest of the Board all claims of less than $2,000 vice the previous $1,000 limit. This results in much faster resolution of claims.

g. HOUSEHOLD FURNISHINGS

A recent revision to the regulation governing household furnishings authorized each area division to make minor adjustments to furniture authorizations and to establish cost limitations for rugs and draperies.

STAT

h. PROPERTY ACCOUNTING

It should be mentioned that our system for property accounting is extremely decentralized. The chief of activity only makes one report a year to the Office of Finance (and that is just the total value of the activity's property) and no reports to the Office of Logistics. The chief of activity is authorized to delegate to his subordinates the authority to write off property under many circumstances. A recent revision has done away with the requirement for a chief of activity to sign a Certificate of Expenditure when property is transferred to another Agency component, even when disposal is to be accomplished by the receiving component. Now only the accountable officer signs such documentation. This change greatly decreases the number of property transactions that the chief of activity has to sign.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Attachment B

COMMUNICATION

1. BRIEFINGS/COURSES/SEMINARS/CONFERENCES

a. Existing

(1) Headquarters Property Accounting Course - Instruction in control of Agency property, and establishing and maintaining property accounting records.

- Audience: OL careerists
- Frequency: Quarterly (three-day course)
- Last Date Conducted: 05-06 June 1984

(2) Agency Standard Automated Property System (ASAPS) Course - A familiarization with ASAPS covering ASAPS file structure; a review of data elements, standard and ad hoc reporting procedures, and data base manager functions.

- Audience: Agency accountable property managers
- Frequency: Every two months (two-day course)
- Last Date Conducted: 18-19 June 1984

(3) Printing and Photography Seminar - Information seminar on services provided by the Printing and Photography Division.

- Audience: All Agency employees requiring P&PD services.
- Frequency: Yearly (two-day seminar)
- Last Date Conducted: July 1982

(4) Logistics Conference - Two-day conference with internal and external speakers with topics of interest to all OL careerists.

- Audience: 250 OL careerists
- Frequency: Yearly
- Last Date Conducted: 14-15 May 1984

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

(5) Logistics Secretarial Conference - Two-day conference with internal and external speakers with emphasis on secretarial concerns.

- Audience: 35 OL careerists
- Frequency: Yearly
- Last Date Conducted: 30 April--01 May 1984

(6) Logistics Orientation - a 2 1/2-day course designed to give participants an overview of tne Office of Logistics.

- Audience: New OL employees; OL employees returning from extended overseas tour; and Agency employees whose jobs interface with OL activities
- Frequency: Quarterly
- Last Date Conducted: 28 March 1984

(7) Director of Logistics Quarterly Conference - Four or five twenty-minute briefings on new OL initiatives.

- Audience: OL careerists--primarily for those serving outside of OL
- Frequency: Quarterly
- Last Date Conducted: 11 April 1984

(8) Rap Sessions - Held by the D/L, DD/L and EO, witn approximately 30 OL careerists in attendance to discuss their concerns.

- Audience: All OL employees participate at one time or another.
- Frequency: Quarterly
- Last Date Conducted: 02 July 1984

(9) D/L Staff Meeting - Briefing on weekly events.

- Audience: D/L, DD/L, EO, AEO, all division/staff chiefs, C/B&FB, C/OL-OC/IMC, C/OGC/L&PLD, and recipients of awards
- Frequency: Weekly
- Last Date Conducted: 27 July 1984

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

(10) Yearly visit to each outlying OL component by D/L, DD/L or EO.

- Audience: Various logistics components in Headquarters and overseas

- Frequency: Weekly

(11) Branch Staff Meetings - Attended by D/L, DD/L or EO to discuss concerns.

- Audience: Branch employees

- Frequency: Bimonthly

(12) D/L Walk-Abouts - D/L walks to individual offices and talks to employees at their workstations.

- Audience: OL careerists

- Frequency: Biweekly

- Last Date Conducted: 05 June 1984

(13) Open Door Policy - The D/L, DD/L or EO are personally available to discuss concerns with any employee and often reiterates his open door policy.

- Audience: All OL careerists

- Frequency: Continuing

(14) New Building Briefings - Briefings on space, parking, design, and general projects associated with the planning for and construction of the new building.

- Audience: General and specific interest groups

- Frequency: Ad hoc

- Last Date Conducted: 13 June 1984

b. Planned

(1) Telepouches to Overseas Facilities - To update on OL news.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

- Audience: OL careerists overseas
- Frequency: As events occur
- Last date Conducted: Will be issued July 1984

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

2. DISPLAYS/PUBLICATIONS

a. Existing

(1) The OL Personnel Handbook: Designed to familiarize the new employee with the Personnel Management system. The Handbook contains the laws, regulations and policies, and administrative procedures that provide the framework for OL personnel management. (Issuance of the handbook has been discontinued pending revision of same.)

(2) Catalog of Courses: The Office of Logistics Catalog of Courses is designed to provide a broad overview of the internal and external training available for employees and to serve as a guideline to Careerists in formulating a personalized training program.

(3) "Executive Furnishings Catalog": The "Executive Furnishings Catalog" has been printed and distributed to all support officers. The full-color catalog includes pictures, stock numbers, and prices of furnishings according to grade for GS-15s and above. The catalog will be updated periodically as necessary due to price or other changes or additions.

(4) "Headquarters Logistics Notes": On 22 May 1984 the first in a series of "Headquarters Logistics Notes" was distributed to all logistics and support officers in Headquarters Building and at outlying buildings. The notes are meant to be informal in nature and are not intended to establish policy. Recipients of the notes were asked to give them wide circulation to all interested employees.

The notes have been published weekly since initiation of the series and contained information relating to construction of the new building on the Headquarters compound; parking; the status of the Headquarters maintenance and operations contract; the relamping program; the reorganization of Logistics Services Division, OL, as the Headquarters Operations, Maintenance and Engineering Division, OL; and new access routes to the Headquarters Building from North, South, and West Parking Lots, with maps provided by the New Building Project Office, etc.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

(5) Exhibit of Memorabilia: On 15 June 1984, an exhibit consisting of memorabilia from the 24 May 1984, groundbreaking ceremony for the new building, and from the 1959 cornerstone laying for the Headquarters Building was mounted beside the model at the junction of the 1C/1D corridors at Headquarters Building.

(6) Fine Arts Commission Exhibits: The Interior Design Consultant assists the Fine Arts Commission and other components with exhibits in the 1D Exhibit Corridor at Headquarters Building.

(7) Agency Shuttle Bus Schedules: Agency shuttle bus schedules are updated whenever the schedule changes and are distributed to all interested employees via receptionists in all Agency-occupied buildings, shuttle bus drivers, etc.

(8) Headquarters Building Locator Maps: A new trifold locator map of Headquarters Building has been prepared, and a supply has been sent to the Office of Personnel for inclusion in their informational packet for new employees. The locator maps are also available to all current employees.

STAT

(10) Quality Circles Newsletter: Produced quarterly, this publication serves as a P&PD in-house communication device, and may be of general interest to those outside of P&PD interested in developing a Quality Circle Program.

(11) New Building Displays: The NBPO provides New Building Construction Information displays as well as a model and artist renderings of the new building.

(12) D/L Staff Notes: Weekly items of interest to OL careerists to keep them informed of office activities and concerns. Notes taken from D/L Staff Meeting.

(13) Item of Interest for D/L Staff Notes: Prepared on rotation by OL divisions and staffs to provide in-depth information on a current initiative underway in the staff or division.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7

b. Planned

(1) "Quality of Life in CIA": The Interior Design Consultant is working with the Fine Arts Commission on the booklet, "Quality of Life in CIA." This is a new version of the booklet, "Design for Living in CIA." It addresses the Headquarters Building design history and offers guidelines for employees to extend good design into the workplace.

(2) Computerized Carpool Service: A new service will soon be available in Room 1J45, Headquarters Building, to personnel desiring to join a carpool. A computerized list of existing carpools within a geographic area will be accessible by providing the grid number from the large map in the 1J Corridor or similar maps located at the outlying buildings.

(3) Carpool/Vanpool Fair: In support of the Agency's efforts to encourage the use of carpools and vanpools, OL/HOME plans to have a fair in the near future to make pertinent information available and the formation of carpools/vanpools easier. A Vanpool Fair was previously held at Headquarters Building on 14 January 1980.

(4) P&PD Handbook: A P&PD customer handbook, which will provide a summary of all services offered, will be available in the near future. Our current plans are to distribute the handbook to all P&PD customers.

Declassified in Part - Sanitized Copy Approved for Release 2013/04/24 : CIA-RDP90-00037R000200030003-7